

Crisis and Emergency Risk Communication

Satellite Conference
Part 4 of 6
December 3, 2002
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Produced by
Video Communications
Alabama Department of Public Health



Stakeholder/ Partner Communication

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Module Summary

- Why stakeholders and partners are important in a crisis
- Understanding stakeholders and partners
- Working successfully with stakeholders and partners

Stakeholder/Partner Communication

- **Stakeholders** have a special connection to you and your involvement in the emergency.
- They are interested in how the incident will impact them.
- **Partners** have a working relationship to you and collaborate in an official capacity on the emergency issue or other issues.
- They are interested in fulfilling their role in the incident and staying informed.

Stakeholder/Partner Communication

- Name stakeholders
- Name partners

5 Mistakes With Stakeholders

- Inadequate access
- Lack of clarity
- No energy for response
- Too little, too late
- Perception of arrogance

Stakeholders Come in Three Shades

- Advocate—maintain loyalty
- Adversary—discourage negative action
- Ambivalent—keep neutral or move to advocate

Why Expend Energy on Stakeholders During an Emergency?

- They may know what you need to know
- Points of view outside your organization
- Communicates your message

Minimize the Negative by

- Emphasizing factors that inspire trust
- Paying attention to the response process and engaging partners
- Explaining organizational procedures
- Promising only what you can deliver
- Being forthcoming

Stakeholder Preplanning

- Do an assessment
- Identify stakeholders
- Query stakeholders
- Prioritize by relationship to incident
- Determine level of “touch”

Responding to Stakeholders

- Standby statement
- Reaction action plan
- Web page for partners
- Conference call
- Meet face-to-face
- Commit to a schedule of updates

Community Relations

- Community acceptance through community involvement
- Research shows the value of community partnerships
- Resource multiplier for “door to door” communication
- Involving stakeholders is a way to advance acceptance

Convening a Citizen's Forum

- Acknowledge concerns
- Encourage fact-finding
- Share power
- Act trustworthy
- Offer contingent commitments

Empower Group Decisionmaking

- Identify alternatives
- Analyze alternatives
- Present all scientific information
- Choose "want" versus "must" criteria
- Reach a clear, justifiable decision

Quality Listening

- Good listeners are perceived as more intelligent
- Reduces mistakes
- Listen for intent (feeling)
- Listen for content (facts)
- Listen for who is speaking

Dealing With Angry People

Anger arises when

- People have been hurt
- People feel threatened by risks out of their control
- Fundamental beliefs are challenged

Don't Lecture

- Easy but not effective
- Doesn't change thoughts/behaviors
- Instead, ask questions
- Key: don't give a solution, rather help audience discover solution

Questions To Help People Persuade Themselves

- Start with broad open-ended historical questions
- Ask questions about wants and needs
- Ask about specifics being faced now
- Ask in a way to encourage a statement of benefits

Steps of Escalating Conflict

- Begins when threatened (you survive or I do)
- Distortion of “other” side
- Rigid explanation about their actions and others’
- Rely on stereotypes
- Becomes part of their identity

De-escalating Conflict

- Agree when you can
- Seek common principles
- Consider that you may be wrong
- Strive for fairness
- Get input from all stakeholders
- Ensure that the community is better off when you leave
- Provide access to open and complete scientific information

Gaining Acceptance

- Accumulate “yeses”
- Don’t say “but”—say “yes, and”

Public Information Release

Select the appropriate channels of communication and apply them:

Simply
Timely
Accurately
Repeatedly
Credibly
Consistently

Other channels

- Face-to-face
- Group delivery
- Organizational
- Public Service Announcements
- Community leaders



Late-Season Flu-Like Illness Case Study: Introduction

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Case Study

Marilyn Dunn and Late-Season Flu-Like Illness in Shreveport, Louisiana

A fictitious case study for teaching purposes only

Facts About Marilyn Dunn

- b. 1944, Shreveport, LA
- B.A. Marketing, Southwestern University, 1966
- B.S. Communications, Syracuse University—Maxwell School, 1979
- m. 1967 (3 children: 26, 24, 17)
- Numerous positions, B-M, Inc., NY, and B-M, Inc., Atlanta, 1980–1998
- Deputy Campaign Director, Smithson for Mayor, 1998
- Communications Director, Office of the Mayor of Shreveport, 1999–present

Facts About Caddo Parish and Shreveport, Louisiana

- Parish of Caddo covers 852 square miles.
- According to the 2000 Census approximately 252,161 people reside in Caddo Parish.
- The Parish contains 11 municipalities.
- The largest metropolitan area within the Parish is the City of Shreveport, which serves as the Parish seat.

Risk Communication Assessment

- Multipurpose
 - Pre-crisis tool
 - Initial crisis tool
 - Resource justification